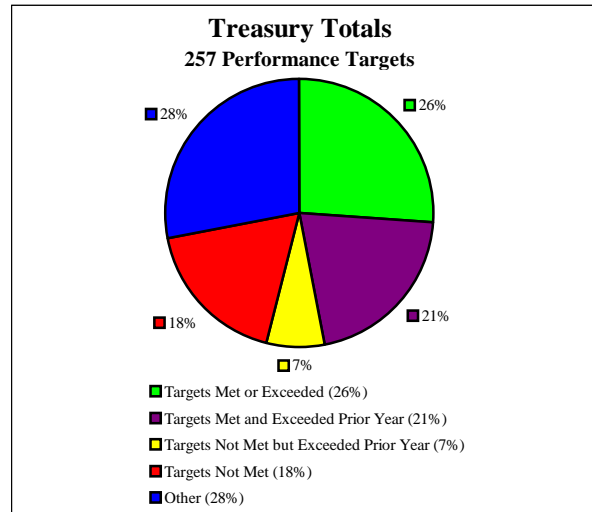


EXECUTIVE SUMMARY

The purpose of Treasury's planning effort is to improve *results* delivered to the American public. Last year the Department transmitted to the Congress, as part of the budget, a final performance plan for FY 1999 which detailed 257 performance targets for Treasury's bureaus.

- Overall, the Department established 257 performance targets in FY 1999. Of these, 186 were quantitative and objectively measurable at the end of the fiscal year. For the remaining 71 measures (categorized as "Other" on the pie chart):
 - Baselines were being developed during the fiscal year (50 measures);
 - The measures were qualitative and not objectively measurable (12 measures);
 - A final target was never established (5 measures); or
 - Data on actual performance were not currently available (4 measures).
- Treasury met 121 (almost two-thirds) of the 186 that were quantitative and measurable at the end of the fiscal year, and improved performance over FY 1998 levels for 73 (roughly two-fifths) of these measures.



Treasury continues to refine its measures to make them more useful in the decision making process, and continues to strive to improve the timeliness and accuracy of its information systems that capture and report performance data.

Many positive results occurred in programs of particular importance to the Department.

- **Economic Mission: Promote Prosperous and Stable American and World Economies**

On the domestic side, Treasury continued to work closely with Executive Branch agencies and offices to monitor economic outlook and policy issues, including the determination of the Administration's economic assumptions, development of Administration policies and policy positions, and evaluations of alternative policy proposals. Treasury worked on several policy proposals to reform Social Security, to modernize and strengthen the Medicare program, and to encourage workers and employers to increase pension saving and households to increase other saving from current income. In addition, Treasury worked diligently with Congress on passage of the Gramm-Leach-Bliley Act of 1999, the most significant financial modernization legislation in fifty years.

In the global arena, Treasury provided leadership through bilateral and multilateral efforts to calm the turmoil that engulfed the global financial system for much of the past two years. We developed proposals to strengthen the stability of the global financial architecture and to reform and improve the effectiveness of the International Monetary Fund. We coordinated efforts to improve cooperation and coordination between developed and developing countries to promote sustainable economic growth, increase trade, reduce world poverty and the spread of infectious diseases, and resolve global environmental problems.

- **Financial Mission: Manage the Government's Finances**

To improve collection of revenue due to the Federal Government, a number of actions to improve voluntary income tax compliance were completed, such as offering pre-filing assistance to taxpayers via telephone and establishing face-to-face "problem solving days" to assist taxpayers with problems. Collection of customs duties and taxes continued to exceed 99 percent of amounts due. Significant improvement was made in the collection of delinquent debt through cross-servicing with other Federal agencies. Collections of delinquent debt for FY 1999 were \$23.5 million, nearly three times greater than FY 1998 collections. Treasury has also made great strides over the past few years to improve the accuracy and timeliness of Government payments as EFT payments over the last four years have increased from a little over 50% to 68% of all payments. And lastly, Treasury introduced a new series of currency to reduce vulnerability to counterfeiting.

- **Law Enforcement Mission: Protect Our Financial Systems and Our Nation's Leaders, and Foster a Safe and Drug Free America**

Treasury made progress in all of its strategic enforcement goals. Treasury coordinated and published the first Government-wide Money Laundering Strategy. The strategy establishes a new level of coordination and cooperation across the agencies of the Federal Government, among Federal, state and local authorities, and between the public and private sectors. Treasury continued to expand its violent crime prevention efforts by hiring new agents to staff *Youth Crime Gun Interdiction Initiative* programs in 27 cities. In addition, the Integrated Ballistics Identification System was installed in 34 cities to meet the demands of the law enforcement community.

- **Management Mission: Continue to Build a Strong Institution**

Treasury worked to improve management operations and to improve program performance. The Department used private sector marketing expertise and state-of-the-art recruitment techniques. Examples include using the Internet to improve the Department's capacity to attract talented staff, installing systems to aid information technology (IT) investment management at both the Department and bureau levels, and providing Department-wide access to accurate and timely status information on key bureau performance goals and measures.

Treasury continued improving program performance by initiating customer service improvement programs and modernizing operations. For example, the IRS has increased the use of its award winning Internet site (The Digital Daily) for disseminating tax information and forms. The IRS also continues to expand its electronic filing and payment options for taxpayers.